UCSF newsbreak

NEWS FOR THE UCSF CAMPUS COMMUNITY VOL. 14, NO. 18 SEPTEMBER 27, 1999

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LISA CISNEROS

Alice Fang, right, a first-year medical student, chats with Susannah Brock, a second-year medical student, at the new student orientation on September 16.

Students check out UCSF's offerings

Carrie Pingree, a first-year pharmacy student, was among the more than 400 new students making the rounds last Thursday at the Millberry Union Conference Center to check out the array of support services, organizations, activities and programs available to them at UCSF.

Susannah Brock, a second-year medical student, worked to get the word out on two fronts: the UCSF Student Homeless Health Project and Medical Students for Choice, both started by UCSF medical students.

The homeless health project provides medical services to a high-risk, medically underserved population. Its clinics are largely staffed by volunteer first- and second-year medical students with additional support from volunteer faculty, nursing students and others in the community.

Founded by Jody Steinauer, now a resident at UCSF, Medical Students for Choice is dedicated to ensuring that women receive comprehensive reproductive health care, in part by increasing education and training opportunities for medical students and residents on reproductive health choices. As a result of efforts by Medical Students for Choice, UCSF is offering for the first time this fall a one-unit elective course on reproductive choices to cover topics such as abortion, adoption, gay and lesbian couples with children and HIV and childbearing.

UCSF to focus on smooth transition for Mount Zion patients, physicians

BY LISA CISNEROS AND BILL GORDON

Faculty and staff will meet this week to begin implementing a recommendation by Haile Debas, dean of the UCSF School of Medicine, to transfer inpatient and emergency services from Mount Zion Medical Center to the UCSF Medical Center at Parnassus.

The plan, unanimously adopted last Thursday by the UCSF Stanford Health Care board of directors, calls for reorganizing patient care services across both sites with Mount Zion focusing on the UCSF Cancer Center, ambulatory surgery, a new urgent care center, and outpatient clinical services.

While opinions on the reorganization plan differ widely, at least one patient looked on the bright side. "If they are going to make this a real comprehensive cancer center, focusing on providing outstanding care to patients and if Parnassus can handle the additional volume without jeopardizing the lives of patients, then I applaud the decision," said Karen Wener. Past president of the Mount Zion auxiliary, Wener was born at Mount Zion and treated for malignant melanoma at the cancer center.

The recommendation, issued in a report by Debas with input by faculty leaders, maintains Mount Zion as a health care facility that supports the University's missions of patient care, education, research, and community service and contributes to the financial recovery of UCSF Stanford.

After posting an operating gain after its first year as a merged organization, UCSF Stanford now faces an operating deficit of $86 million — of which $60 million is attributed to Mount Zion — based on a $1.5 billion budget.

Debas' recommendation was made as part of an agreement with the UCSF Stanford board of directors to allow UCSF to determine the future of Mount Zion since it is an integral part of UCSF. Meanwhile, a UC team led by William Gurtner, systemwide vice president of clinical services, continues to review the organizational structure of the entire merger and is expected to deliver a recommendation to UC President Richard Atkinson by October 1.

Those UCSF faculty asked to comment on the restructuring at Mount Zion, say the decision, however painful for the community it serves and those who work there, is an economic necessity.

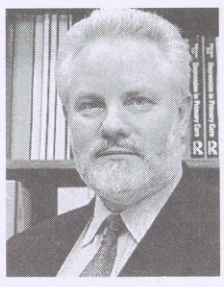
"I think everybody involved tried to do everything possible to keep Mount Zion's inpatient services open while trying to respond to the severe financial challenges facing the north campus," said Neal Cohen, vice chair of anesthesia and chair of the School of Medicine Faculty Council. "I'm certainly sad that this is the position we had to take, but having reviewed all the alternatives, we were forced to make difficult decisions."

(SEE UCSF STANFORD ON PAGE 7)

UCSF receives WASC accreditation through 2009

BY LISA CISNEROS

UCSF recently received accreditation from the Western Association of Schools & Colleges (WASC) through 2009, an important achievement that reaffirmed the University's commitment to academic excellence and focused attention on how it can do better.



Attkisson

The WASC Accrediting Commission for Senior Colleges and Universities approved the accreditation following an extensive review process that involved a site visit and report by an external evaluation team and — for the first time — an internal study prepared by UCSF itself. The self-study was conducted with broad consultation and input from faculty and staff under the direction of accreditation liaison officer Clifford Attkisson, associate vice chancellor of student academic affairs and dean of the Graduate Division.

"[UCSF] has a well-deserved reputation as a premier academic health sciences center," the evaluation team concluded. "By all criteria, it is providing outstanding education to graduate and professional students, it is doing world-class research, delivering first-class health care and making significant contributions to public service."

Since the last WASC accreditation visit in 1986, UCSF has seen major changes, including its affiliation with Mount Zion, the creation of UCSF Stanford Health Care and selection of Mission Bay as the site for a new research campus. While acknowledging a variety of concerns and problems at UCSF, the evaluation team concluded, "If past history is a guide, there is every reason to believe that UCSF will continue to flourish and prosper."

The evaluation team, chaired by Paul H. Silverman, executive director of the American Academy of Arts and Sciences, made six recommendations. Chief among them:

- expand efforts to create community support for Mission Bay and other UCSF sites;
- boost fund-raising efforts to increase the number of endowed chairs and to meet construction needs at Mission Bay and Parnassus Heights campuses;
- enhance support for the academic infrastructure and graduate student needs to strengthen the Center for Health and Community and other social science programs; and
- ensure that the UCSF Stanford merger supports academic programs and enjoys faculty support.

The team report identified many strengths of UCSF, such as the extraordinary quality and diversity of UCSF students; excellence of its faculty and staff; vitality of shared governance allowing faculty to participate fully and meaningfully in campus planning and decision-making; and campus leaders' demonstrated commitment to graduate academic education.

Tackling challenges

The team report also recognized several significant challenges facing UCSF, most of which fall into three broad categories: student support, academic program support and institutional challenges. The challenges identified include:

- Providing students access to high-quality health care services and adequate housing near campus;
- Attaining academic integration across the major campus sites;
- Ensuring that library collections keep pace with academic need;
- Balancing the revitalization needs of Parnassus with the resource demands required to construct and staff the Mission Bay campus; and
- Ensuring that UCSF Stanford continues to serve well the educational programs in all schools and the Graduate Division.

"As for the challenges facing UCSF, the team report aptly concludes that 'the concerns and problems that UCSF faces are ones that have been created by its own success,'" said Chancellor Mike Bishop. "There is

(SEE ACCREDITATION ON PAGE 3)

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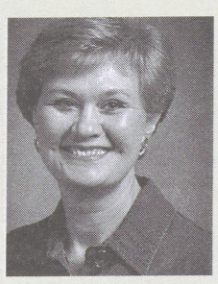
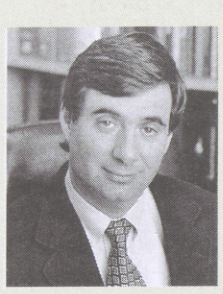
appointments



Davies



Goldman

Betty Davies, an international expert in the area of dying, death and bereavement: Appointed as professor and chair of the UCSF School of Nursing's department of family health care nursing.

Davies came to UCSF from the University of British Columbia, where she was professor and doctoral program graduate advisor for the School of Nursing. She is a clinician, educator and an active researcher focusing on the care of patients and families with life-threatening illness and on child and family bereavement.

Davies has been involved in developing North America's first freestanding hospice for children. Davies has served as president of the Canadian Nurses Foundation and vice president of the University of British Columbia Nursing Honour Society, among other professional organizations.

Davies earned a BScN from the University of Alberta (1970), a MSN from the University of Arizona (1974), a Post-master's degree from the University of Washington (1979) and a PhD (Nursing Science) from the University of Washington (1979). She served as a postdoctoral fellow at UCSF in 1986.

Davies held an Investigator Award with the British Columbia Research Institute for Child and Family Health from 1989-1998. She was the first nurse and the first psychosocial researcher to hold such an award. Davies has received numerous research grants and has published many works and has presented around the world.

She has received numerous awards, in 1995 she received the Alumni Research Award, one of the three research awards given by the University of British Columbia.

Lee Goldman, chair and professor of the department of medicine: Appointed acting vice chancellor of medical affairs, until Haile Debas, dean of the UCSF School of Medicine, returns from sabbatical leave in January.

Goldman, who also serves as associate dean for clinical affairs in the medical school, will assume all the responsibilities on behalf of UCSF Stanford Health Care.

In his expanded role, Goldman will serve as a vital liaison between the UCSF Stanford system and UCSF, including overseeing issues surrounding regulatory affairs and quality assurance for clinical programs. Goldman was first named as the UCSF faculty representative to the UCSF Stanford board by Debas.

A noted scholar and authority on health care delivery, Goldman remains an active principal investigator on a grant funded by the National Institutes of Health. He has received many honors and awards, including being elected a member of Institute of Medicine of the National Academy of Sciences.

Goldman came to UCSF in 1995 from Harvard Medical School, where he served as professor of medicine and chief medical officer of the Brigham and Women's Hospital of Boston. A graduate of Yale University School of Medicine, Goldman joined the faculty at Harvard Medical School in 1978 after first working at UCSF as an intern and resident.

Margaret Tempero, a national leader in the field of cancer research and care: Appointed as deputy director of the UCSF Cancer Center and chief of medical oncology in the UCSF department of medicine effective January 3.

Through the generosity of long-time UCSF supporters, Donald and Doris Fisher, Tempero will hold a newly endowed position, the Doris and Donald Fisher Distinguished Professorship in Clinical Cancer Research.

Tempero, who received her medical degree from the University of Nebraska in 1977, currently serves as deputy director of the Eppley Cancer Center at the University of Nebraska Medical Center, where she has been Distinguished Cancer Research Professor since 1997 and professor of internal medicine in the Eppley Institute for Cancer Research since 1994. She also acts as the chief of oncology and hematology at Omaha Veterans Affairs Medical Center and medical director of the University Treatment Center and Clinic.

Tempero has a strong interest in gastrointestinal cancer research and is the principal investigator of a National Cancer Institute (NCI) Gastrointestinal Specialized Program Of Research Excellence (SPORE) grant which she plans to transfer to the UCSF SPORE clinical program. In addition to numerous book chapters and research abstracts, Tempero has contributed to more than seventy peer-reviewed and published research papers.

Named by Good Housekeeping magazine as one of the "400 best cancer doctors in America," Tempero is a member of more than 30 national committees including the American Association for Cancer Research. She is also the associate editor of the American Journal of Gastroenterology, Evidence Based Oncology, and Cancer Research, and sits on the editorial board of six other medical research publications.

UCSF NEWSBREAK

(ISSN0891-6063) Volume 14, Number 18, Sept. 27-Oct. 8, 1999. Published by the University of California, 3333 California St., Suite 103, San Francisco, CA, 94143-0462, 22 issues per year — semimonthly January and July, biweekly February through June and September-October, monthly August, November, December. Periodical postage paid at San Francisco, CA. POSTMASTER: Send address changes to UCSF Newsbreak, Mail Services, 1855 Folsom St., Suite 156, SF 94143-0888.

DEADLINE for the next issue, to cover Oct. 9-22, 1999, will be on **FRIDAY, OCT. 1.** Please fax news to Newsbreak at 476-3541 or mail to Box 0462 or email to lcisneros@pubaff.ucsf.edu. Send calendar items to Nancy Heller at nheller@pubaff.ucsf.edu or Box 0462. Fax last-minute copy to 476-3541. For address and distribution changes, call C.J. Burleson at 476-6791.

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ASSISTANT VICE CHANCELLOR PUBLIC AFFAIRS:
Carol Fox

EXECUTIVE EDITOR:
Jeff Miller

EDITOR:
Lisa Cisneros

CONTRIBUTORS:
Paula Murphy, Andy Evangelista, Nancy Heller and the UCSF News Services staff

COPY EDITOR:
Daniel Rowe

SENIOR DESIGNER:
Martha Fitzgerald

DESIGN & PRODUCTION:
Victoria Maier

PRINTED WITH SOYBEAN INKS

This publication is printed on recycled paper using soybean-based inks.

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CHRIS T. ANDERSON

VAMC opens clinical research center

The objective to establish a full- service clinical research center for UCSF investigators working at the San Francisco Veterans Affairs Medical Center (VAMC) is one step further with the recent opening of 1,400-square feet of dedicated clinical research space.

The center — to offer veterans and other members of the public greater access to the latest advances in clinical therapies–is a joint project of the UCSF — affiliated SF VAMC and the Northern California Institute for Research and Education (NCIRE), a private, non-profit corporation established at the VA in 1988 to administer medical research.

"The center will provide space, professional staff, and administrative support for investigators that will allow them to develop and implement clinical research projects." said Jack Nagan, chief executive officer of NCIRE.

NCIRE manages nearly $20 million in research funding for 130 UCSF faculty members located at the VA. Nagan hopes the new center will double the funds generated from privately sponsored clinical research.

Celebrating the Sept. 7 opening of the center are, above from left, Susan Wall, associate dean of the UCSF School of Medicine; Frank Longo, associate chief of staff for research and development; Christopher Oligny, director of clinical research for NCIRE; H. Benfer Kaltreider, NCIRE board chair; Diana Nicoll, VAMC chief of staff; and Jack Nagan, NCIRE CEO.

PRIVATE SUPPORT

UCSF is pleased to acknowledge the following gifts/pledges of $25,000 or more from individuals, corporations and foundations received August 2-27, 1999.

$2,500,000 or more
The Estate of Marian M. Miller

$1,000,000 - $2,499,999
Mrs. Roma M. Auerback
The Hofmann Foundation

$500,000 - $999,999
Mr. A.W. Clausen
Howard Hughes Medical Institute

$250,000 - $499,999
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Cap Cure

$100,000 - $249,999
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Correction
Mrs. Roma Auerback was incorrectly recognized in the August 20 issue of Newsbreak. She should have been on the list of $1,000,000 - $2,499,999 donors.

Pharmaceutical scientific publishing goes digital

BY PAULA MURPHY

Last month the National Institutes of Health announced its plan to establish PubMed Central — an electronic journal that promises not only to revolutionize scientific publishing but to also rile scientists who are content with the status quo.

The goal of the site, according to NIH director and former UCSF professor Harold Varmus, is "to make important research literature available without barriers on the Internet." No longer will scientists and science writers be the exclusive reviewers and readers of obscure scientific studies — anyone with Internet access will have ready access to them.

Wolfgang Sadée, a professor in the UCSF School of Pharmacy, has a similar goal for the publication of which he is editor: PharmSci. This electronic-only journal, which is owned by the American Association of Pharmaceutical Scientists (AAPS), was launched in January to "disseminate scientific information worldwide, taking full advantage of the electronic publishing medium."

PharmSci, according to Sadée, "marks the first time that a major scientific association has taken the bold step of selecting an electronic-only medium as the centerpiece for its emerging publications program."

Unlike PubMed Central, PharmSci does not plan to publish pre-prints — papers that have not been peer-reviewed. Although the physics community has done this for years, many researchers are opposed to this practice for the life sciences.

"The physics arena is quite different and less messy," says Sadée. "In the biological sciences, there's so much messy stuff that is published even after peer review. If everyone can publish their results, I don't know if any value is added."

Another difference between PubMed Central and PharmSci is that PharmSci is less a repository than a journal, albeit a nontraditional one. Publishing PharmSci involves the same processes as its print counterparts, but they are all done electronically-papers are submitted, reviewed and published using the Internet every step of the way.

"Our dream is to generate this electronic database for the pharmaceutical sciences, with collaboration from other journals in the field," he says. Already some of the brightest stars in pharmaceutical sciences are contributing.

"We're trying to push the envelope. This makes 90 percent of scientists uncomfortable."

Sadée says he has spent more time than anticipated just educating contributors about how to use the Internet to communicate. He's also had to educate himself about online communications, everything from website design to the next-generation mark-up language, XML.

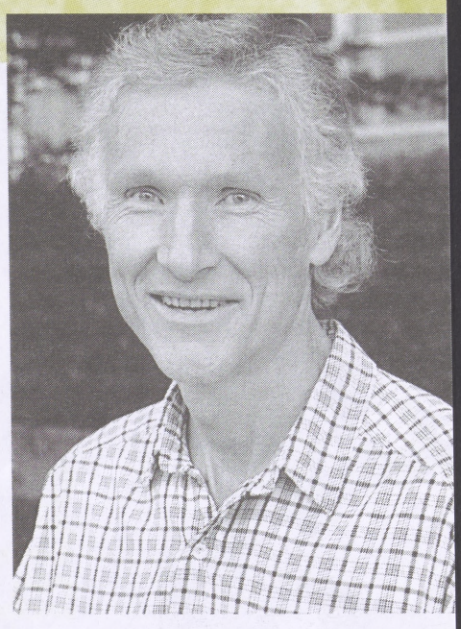
Another challenge is how to generate revenue. Although many established print journals offer subscriptions to their websites, which are tied to their print journals, they don't generate enough revenue on their own.

"Subscriptions won't cover costs," Sadée says. "And if we're not freely available on the Web, we won't have an impact. We're in a bind." PharmSci will most likely try to support itself through advertising, he says.

But even with advertising, websites must generate traffic, or visits to their site. The key, according to Sadée, is to add value to the website beyond just publishing research reports online. Methods of adding value, Sadée says, include press releases, news analyses, headlines from news wires, as well as using multimedia technology to illustrate stories (Sadée recently submitted a paper that allows various molecular structures to be rotated). Online journals can also make reading easier by providing navigational links to a report's abstract and references (which PharmSci links directly to the source), as well as an email link to the author.

In these and many more ways, Internet technology could revolutionize scientific publishing, but it remains to be seen if the staid scientific world will be converted. Sadée says that PharmSci will probably delay entering its journal articles into PubMed Central to drive traffic to its own site, which is especially important for a site that accepts advertising. The AAPS has already committed $1 million to the startup phase of PharmSci with no guarantee of ever seeing a return. It's a risk, Sadée concedes, but one worth taking.

"It is a very difficult task but it's something that must be done now," Sadée says. "And if it works, it might provide a tremendous service and might become a means of advancing science itself."



Wolfgang Sadée

(ACCREDITATION FROM PAGE 1)

no doubt in my mind as the Chancellor that UCSF has a bright future ahead — as we strive to fulfill our four missions of education, research, patient care, and public service."

Campus leaders are making every possible effort to respond constructively to the challenges identified by the WASC visit team. Regarding housing for students, UCSF has already provided additional off campus housing at the Presidio and Treasure Island. In addition, UCSF is studying the feasibility of building up to 300 units of student housing at Mission Bay. As far as student health is concerned, UCSF is engaged in a self-study process to secure accreditation for the new Student Health Center.

"Over the past two years Student Health has revitalized its program of services, increased benefits to students, and reorganized the service including the addition of new staff, nurses, and physicians — as well as appointments of a new director and a student health plan manager," Attkisson noted.

He also acknowledged that the Mission Bay planning is being undertaken in "full appreciation of the need to plan and finance revitalization of the Parnassus campus" and that UCSF continues to address the challenges involved in establishing and maintaining academic integration across all major campus sites.

As for library improvements, Attkisson said an Information Technology Strategic Planning Steering Committee is working with the library leadership to evaluate the needs and will draft and implement a strategic plan for information technology improvements at the library. In addition, there is ongoing consideration of the adequacy of library holdings and planning related to providing library services at each major campus site.

An experiment

The University and WASC agreed to participate in an experimental self-study that looked at important issues and analytic measures to consider educational excellence. The WASC is developing new accreditation models that align self-studies more directly with institutional priorities so that the process contributes to institutional improvement by allowing the campus community to reflect on educational effectiveness at the institution.

For its part, UCSF provided a series of reports, including

- a "Data Portfolio" of information about students, faculty, staff, and academic programs,
- an "Essay on the Strategic Position of the University,"
- analytical reports that focused on indices of academic excellence and institutional quality assurance, and
- an extensive report on campus graduate academic programs that included data on time to degree and student placement following graduation.

These documents and other campus data are available for review at http://saawww.ucsf.edu/institutional/welcome.htm. The website is maintained and updated by Ashish Sahni, director of Office of Institutional Research.

By taking a more holistic approach to demonstrate its educational progress and public accountability, UCSF was spared from merely tracking its compliance with more than 17 major accreditation standards and more than 200 sub-standards.

"The result of this process for UCSF was a more pleasant and productive process that cost far less than expended by peer UC campuses and other colleges and universities in the WASC region," says Attkisson.

"Beyond the economies realized," Attkisson says, "the process used for the self-assessment and team visit was a productive strategy for UCSF. Faculty, campus leaders, staff, and students expressed positive regard for the process. The reports and materials documenting the self-assessment were valued by the campus community and a significant level of 'campus authorship' of the self-study materials was achieved. These positive campus-wide responses seem primarily due to the fact that the campus self-study focused on themes and topics that are generally recognized as having importance to the maintenance of academic program quality."

UCSF will submit a progress report in March 2003 on the major recommendations before the next comprehensive visit in spring 2009.

medical call board

Smoking treatment

Men and women who currently smoke cigarettes are needed for a UCSF study on smoking cessation treatment. This study is comparing a 12-week smoking cessation treatment program with a 52-week program. In addition, the study is also evaluating the effectiveness of nortriptyline, an antidepressant, as a supplement to nicotine replacement and counseling. Previous smoking cessation research with nortriptyline has provided promising results.

All participants will receive individual and/or group counseling. They will be randomly assigned to either a 12-week group treatment program or a 52-week program that combines group and individual counseling.

In addition to behavioral treatment, all participants will receive eight weeks of nicotine patch treatment. Participants are also randomly assigned to receive nortriptyline or placebo.

Regular meetings with a study physician will be scheduled to monitor the medication treatment.

All meetings are held in the evening weekdays at the Habit Abatement Clinic. For more information, call the clinic staff at 476-7453 or toll free at 1-877-U CAN STOP.

Thermoregulatory study

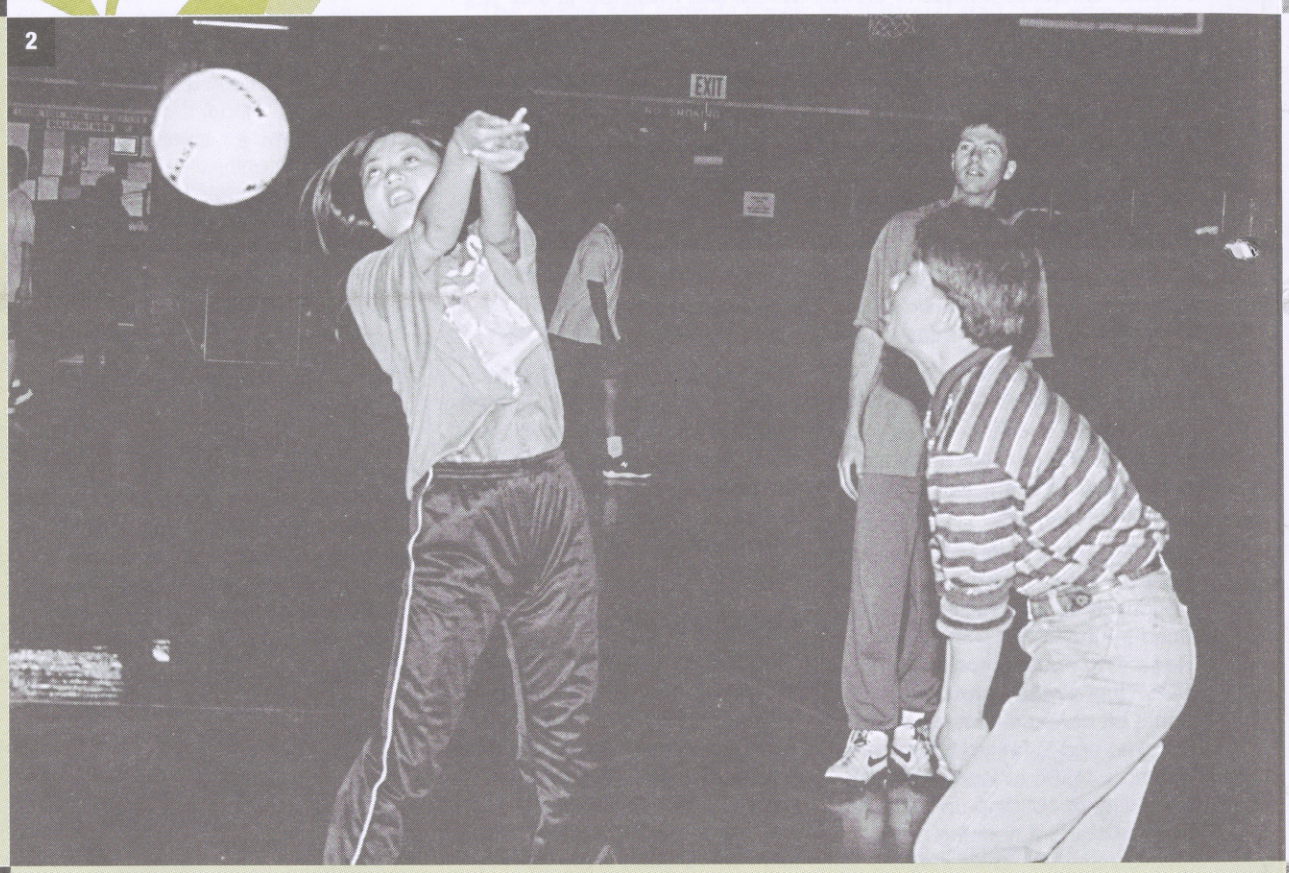
The University of California Outcomes Research™ Group is conducting a number of studies evaluating the effects of several sedatives (all routine, approved drugs) on thermoregulatory responses. Participants will be paid, the amount depending on the time required and number of procedures involved. Participants must be in good health with normal weight, and between the ages of 18 and 45 years. For more information, call Azita Moayeri, UCSF site administrator, in the Outcomes Research™ Office, at 476-8436, or email: moayeria@anesthesia.ucsf.edu. For more detailed information about the group and volunteer studies, visit their website at www.or.org.

strengthening our co

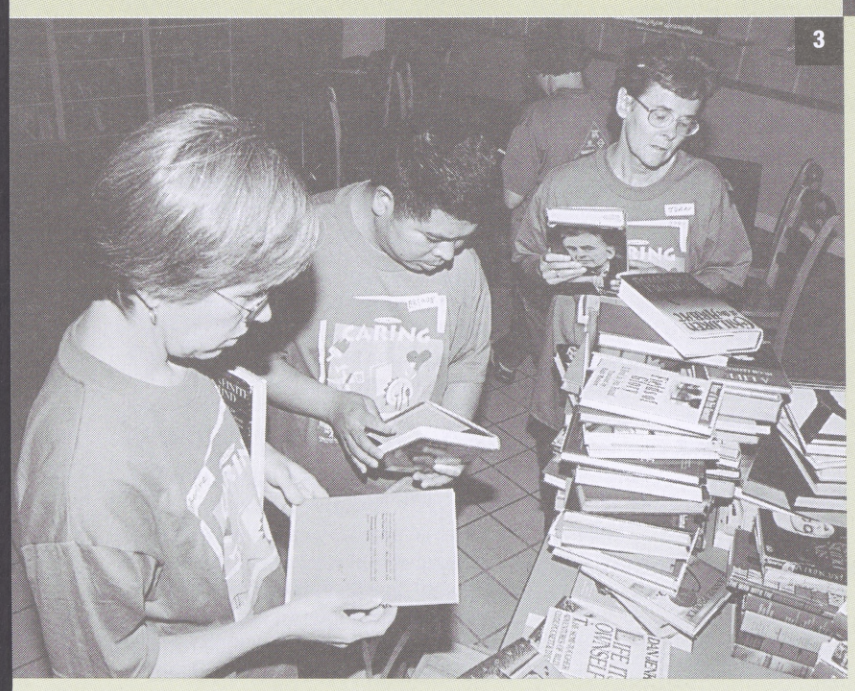
Whether caring for needy newborns, distributing food to the hungry or pulling weeds in public parks, nearly 400 UCSF and UCSF Stanford Health Care volunteers helped strengthen their community last week. We salute their efforts, seen here in just three of the 27 outreach activities organized for the Week of Caring.

Photos by Chris T. Anderson

1 Esther Moncharsh, classroom supervisor for UCSF's Instruction Research and Technology, weeds the garden at Strybing Arboretum and Botanical Gardens in Golden Gate Park.



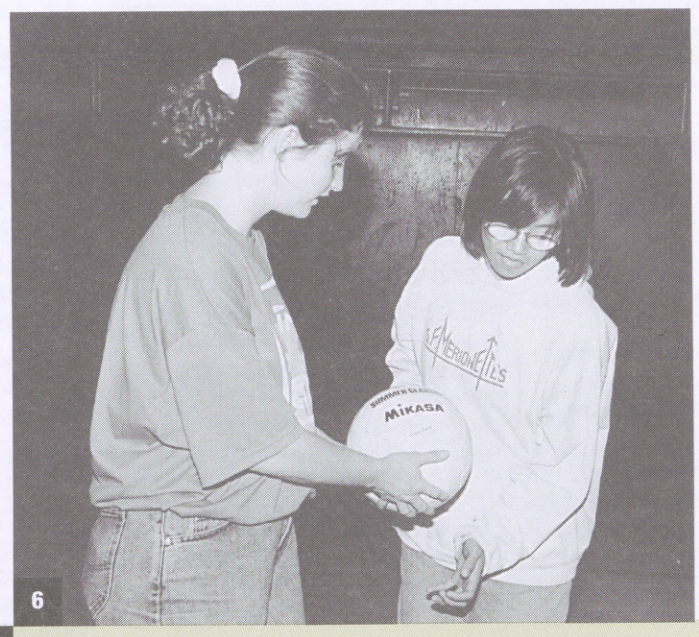
2 Carolyn Woo, a graduate researcher in anatomy, attempts to hit a ball over the net while a member of the Golden Spikes team gets ready to assist. Kevin Barrows, assistant clinical professor in the department of family and community medicine, looks on.



3 Working at the Episcopal Community Services' skills center for the homeless, are from left, Catherine Dower, Center for Health and Community, Arthur Conti, who works in the clinical lab at Mount Zion, and Joan Willamor of the Proctor Foundation at UCSF. Located on Polk Street, the agency offers a non-traditional school, complete with classes, a computer lab and library, where the volunteers organized and shelved donated books.

ommunity

4 Michelle Schaefer, a campus planner, destroys a monstrous weed that was strangling a tree at the Strybing Arboretum and Botanical Gardens. A team of 14 volunteers spent last Friday at one of the city's most beautiful places.



6 Carolyn Ott, a graduate student in physiology, coaches Buu Tu on her volleyball serve while playing with Special Olympic athletes at the Sunset Recreation Center at 28th and Lawton streets.

5 Joan Willamor adds another book to the fiction section at a library for the homeless.

It's still possible to volunteer for two special Mission Bay projects: supervising children from Hunter's Point Boys and Girls' Club at a roller rink on Saturday, Oct. 16 and assisting at a festival fund-raiser for the Potrero Hills Neighborhood House on Friday, Oct. 22. The deadline to sign up for these events is Friday, Oct. 8. Register online at http://pubaffr.ucsf.edu/caring/ or call Katherine Austin at public affairs at 502-5984.

Group works to improve work life at UCSF

UCSF individuals and groups in the past several years have recognized the need to improve the workplace culture at a campus that has undergone large-scale and fundamental changes as it continues to carry out its important mission.

In 1995, a Campus and Student Life Committee adopted "Principles of Community for UCSF," setting guidelines for collaborative efforts and mutual respect. And two years ago, then Chancellor Haile Debas emphasized that faculty and staff become as engaged in "caring" as in "curing."

Now, a committee of faculty and staff from key departments appointed by Chancellor Mike Bishop to advise top administration is developing strategies to establish a supportive work environment. "Appreciating hard work, fostering civility and respect, insisting on fairness, valuing differences and teaching tolerance - these are chief among the practices and characteristics we must strive for if we are to create a supportive work environment," said Bishop, when he appointed the committee last May.

Some ideas already have been implemented – the voluntary catastrophic leave program, a formal mediation program, and proposed guidelines for alternative work scheduling, for example. "But we must strengthen efforts toward establishing a supportive work environment where it does not already exist," Bishop told the group.

The Supportive Work Environment (SWE) Ad Hoc Committee is guided by an initiative, endorsed by the Chancellor's Cabinet and which addresses the following:

- Faculty and staff development, an education and training policy, release time, and staff development leave.
- Quality of work life, including staff appreciation and new employee welcome programs.
- Code of ethics, a guide for acceptable behavior and conduct throughout the campus community.
- Performance incentive program and measurement systems, which recognize and reward outstanding performance and examine new management competencies.
- Conflict management – prevention and resolution
- Mentoring programs

The committee has already appointed groups to examine implementation issues and the rollout of some key initiatives, says Alma Sisco-Smith, committee co-chair and director of the new Work~Life Resource Center.

SWE activities and implementation of initiatives will be coordinated at the Work~Life Resource Center, which also includes the Problem Resolution and Campus Mediation Programs and the Office of Sexual Harassment Prevention and Resolution. Steve Barclay, vice chancellor-administration and finance, recently appointed Claudette Johnson as campus coordinator for the Chancellor's Supportive Work Environment Initiative.

Members of the Chancellor's SWE Ad Hoc Committee are: Peter Kollman, (co-chair), School of Pharmacy faculty; Alma Sisco-Smith (co-chair) Office of Vice Chancellor-Administration and Finance; David Bell, UCSF Staff Council; Ann Bolinger, School of Pharmacy faculty; Sandra Canchola, Council of Minority Organizations; Linda Centore, School of Dentistry faculty; Peter Crigger, Campus Auxiliary Services; Charles Francis, Student Academic Affairs; Marion Gillen, School of Nursing faculty; Randy Lopez, Human Resources ; Bonnie Maler, Cellular and Molecular Pharmacology; Jeff Miller, Public Affairs; Joan O'Brien, School of Medicine faculty; Eliseo Perez-Stable, School of Medicine faculty; Julian Ponce, School of Dentistry; Charles Smukler, School of Medicine; Janice Zeppa, Campus Library and Academic Business Officers Group

ANDY EVANGELISTA

Fund Performance
ENDING AUGUST 31, 1999

Total rates of return for the UC 403(b), DCP, and comparative indices

UC Fund/Index	1 Month	3 Month	12 Month	5 Year*	Year To Date
UC Savings Fund	0.49%	1.47%	6.06%	6.27%	3.97%
US T-Bill (1-Yr)	0.42	1.25	4.71	5.48	3.20
UC Money Market Fund	0.44	1.26	5.20	5.59	3.34
US T-Bill (30-Day)	0.39	1.17	4.57	5.12	3.05
UC ICCF Fund	0.57	1.70	7.08	7.58	4.57
US Gov't Intermediate Bonds**	0.13	0.42	0.93	6.45	-2.09
UC Bond Fund	--0.44	-4.03	-0.28	12.15	-7.48
Lehman Bros. Gov't/Corp/Yankee	-0.08	-0.67	0.29	7.29	-2.62
UC Equity Fund	-2.46	0.49	40.75	20.94	12.10
S&P 500	-0.50	1.75	39.83	25.11	8.34
UC Multi-Asset Fund	-0.84	0.02	15.91	12.35	4.50

*Annualized rate of return reflects average over the past five years.

** Gov't bond model. Ibbotson Associates.

Unit values for variable funds as of August 31, 1999:

Equity	$272.86
Bond	105.98
Multi-Asset	26.64

Unit values are similar to mutual fund share prices and change monthly to reflect changes in the market value of the fund's underlying investments, inclusive of interest and dividend income. Past performance is neither a guarantee nor a predictor of future returns.

Source: Jerry Neal, UCSF Benefits and Financial Planning

campus notes

Fidelity offers consultations

Fidelity Investments is expanding its services and offering one-on-one consultations with UCSF faculty and staff.

Employees can make an appointment for a half-hour consultation at various locations at UCSF. To reserve a date and time call Fidelity at 800/642-7131. These appointments are offered to UCSF employees as an opportunity to discuss any questions or issues relating to Fidelity, investment strategies, and planning. To make the appointment as beneficial as possible, Fidelity advises employees to prepare a list of questions or topics that they wish to discuss and bring along their most recent retirement plan statements. The Fidelity appointment dates and times are as follows:

Millberry Union Conference Room

- Monday, Sept. 27, 8 a.m.-3 p.m.
- Tuesday, Sept. 28, 8 a.m.-5 p.m.

San Francisco General Hospital Medical Center, Cafeteria Room 3 (New Hospital Building, 2nd floor)

- Wednesday, Sept. 29, 8-10:30 a.m., 12-5 p.m.

CAPS offers funding

"The Collaborative HIV Prevention Research in Minority Communities Program" of the Center for AIDS Prevention Studies (CAPS), is currently recruiting four candidates for the summer of 2000.

CAPS provides mentoring and funding for investigators doing HIV prevention research with minority communities. In the summer of 2000, four scientists will develop their ethnic minority focused HIV prevention research projects. Scientists will be funded to spend six weeks during each of three summers at CAPS working with other researchers and will receive additional funding for their research project. The program was designed for scientists in tenure track positions or investigators in research institutes who are committed to HIV and minority research.

The application deadline is January 31, 2000. For more information, contact: Romy Benard-Rodríguez at 597-9366 or e-mail: rbenard@psg.ucsf.edu

Applicants can download an application at: www.caps.ucsf.edu/projects/minorityindex.html

UCSF Medical Center gets new computer networks, phones

Beginning October 1, a new computer network will be installed at UCSF Medical Center, the Ambulatory Care Center (ACC), UCSF/Mount Zion and several other UCSF Stanford Health Care clinical facilities.

The new network infrastructure will replace the existing outdated network that is not Y2K compliant and will meet the communication needs of the new clinical systems.

All desktop computers, servers, printers and terminals will be converted to the new system in a phased approach. This project is expected to be complete by year end.

Users on the new system will be upgraded to 10/100 Ethernet and assigned new IP addresses. As users are converted, network responsibility will transfer from UCSF/Enterprise Network Services to UCSF Stanford Health Care Information Technology.

The Mission Center Building portion of this system has been in operation for over six months and a handful of PCs at the Parnassus site have been connected to the new network for testing purposes.

In total, about a dozen buildings are involved in the conversion including the Moffitt-Long hospital, the ACC, Laurel Heights' Call Center, Telecommunications, Design and Construction and the 5th floor of Millberry Union.

Please call Julie Cox, vice president of Information Technology customer service, at 353-4532 for information about the conversion schedule, service levels and technical requirements associated with this project.

At the same time, a new phone system — which will save about $2 million a year in phone costs and long-distance rates — is being installed at UCSF Medical Center and the ACC. However, unlike the data network project, the phone conversion only impacts UCSF Stanford Health Care customers. UCSF customers will remain on the UCSF Centrex system and continue to use the Octel voicemail system. Phones with the prefix 476, 502 and 514 will be converted to the UCSF Stanford 353 prefix.The old phone numbers will be forwarded for several months. Published main numbers for clinical departments can be forwarded until the year 2001. Phones will be converted to a new Siemens phonemail system.

At the ACC, about 900 new phones and more than 1,000 phone lines, including faxes and modems, will be installed. At the hospital, about 1,700 new phones and 1,850 lines will be installed. The new system should be fully installed by February.

For information about the phone conversion schedule, voicemail interoperability and customer training, please contact Rosario Sabadlab at 353-4580. For information regarding the organization's long-term telecommunications plan, please contact David Sproul, director of telecommunications, at 353-4595.

(UCSF STANFORD FROM PAGE 1)

What Cohen, and other faculty who took part in the Mount Zion review, stress is that UCSF would have had to address Mount Zion's losses regardless of the merger. "The problem is we don't have sufficient volume to keep Mount Zion open as an acute care hospital and we were hoping to get state assistance but that didn't happen."

Cohen hopes faculty and staff, working with hospital and campus administrators, will see this as an opportunity to revitalize clinical programs and services.

"On a positive note, I would hope we could now develop a long-term plan for UCSF and to use this as an opportunity to build programs and clinical activities at Mount Zion," he said. "We really need to think about the long run — not only about the financial future — but to develop a long-term strategy that would optimize patient care across both sites."

For those working at Mount Zion, the decision came as no surprise but as a major disappointment, marking the end of an era in San Francisco. Founded in 1887 by Jewish families, Mount Zion has long operated in the Western Addition as an acute care hospital with a tradition of providing personalized care to the disadvantaged and more recently, training future health care providers in the process.

"My initial reaction is one of sadness," said Ernest Ring, associate dean and assistant chief medical officer at Mount Zion. "We're losing a real important opportunity to provide a new level of service that combines the best of community medicine with academic medicine. But all of us have a certain amount of exhaustion and sense that it's time to move toward building an outpatient service and center of excellence."

Ring says, although the outcome is not as Mount Zion faculty and staff had hoped, they are focusing on the future. "We can now put pieces together and move forward," he said. "There is also a great sense of concern for Mount Zion employees who will lose their jobs. I was hugged twice in the hall in the past half-hour. Mount Zion is a family."

Mount Zion held several meetings last Thursday for faculty and staff and will offer more as needed. Many of the employees at Mount Zion affected by the changes will be offered transfers to the UCSF Medical Center or other UCSF Stanford facilities.

Cathryn Hilliard, president of the Mount Zion Auxiliary, said last week that she would call a meeting of its 485 members to decide what their future role should be. She says it's possible the auxiliary, which cancelled its fall fundraiser because of the low morale of its community supporters, may carry on its mission providing patient support for the cancer center.

"I'm extremely disappointed with the decision as it ends an era," she said. "With a 100-year tradition, Mount Zion has been a landmark, one of the best medical centers that has been taking care of underprivileged and indigent members of the community."

As far as faculty is concerned, the reconfiguration of services does not mean abandoning the needy.

"We're going to do whatever we can to continue to provide care as best we can," Cohen said. "That may mean that patients will have to travel a little farther and faculty will have to change the way they do things, but this decision in no way changes our commitment to providing health care to everyone who needs it."

Debas and the medical school faculty leaders also proposed forming joint committees of faculty and hospital leaders to help with the integration process and ensure that educational programs are not compromised. One task force, headed by Lee Goldman, acting vice chancellor for medical affairs, and David Bradford, chair of orthopedics, is looking at the long-term strategy. Cohen and Ring are both members of a task force charged with dealing with the short- to mid-term impact of the reorganization. That group headed by Ted Schrock, chief medical officer at UCSF, and Brian Goodell of UCSF Stanford plans to adhere to several principles to guide the transition. Those principles are to:

- Make every effort to relocate inpatient services from Mount Zion to Parnassus in a logical and orderly manner;
- Continue to staff inpatient services at Mount Zion to preserve safe, quality patient care;
- Make every attempt to ensure that Mount Zion-based physicians are not disadvantaged in terms of timeliness of credentialling, bed availability and operating room time as inpatient services move to Parnassus;
- Ensure that physicians and services are not disadvantaged by the timing of their moves to Parnassus;
- Create facilities and organizational structure as soon as possible to allow Mount Zion-based physicians and surgeons to use their time efficiently while working at Parnassus;
- Preserve the educational experiences of residents and students at both Mount Zion and Parnassus to the extent possible.

Currently, the UCSF School of Medicine uses Mount Zion as a training site for 89 residents and for 15 percent of all medical student rotations. With the centralization of inpatient services at the UCSF Medical Center, the school will need to find new opportunities for this training, faculty say.

As for how the reorganization may affect the overall fate of the merger, faculty say that remains to be seen. "The future of the merger really depends on the decision of the two parent universities and they have staff trying to find a structure that will allow both UCSF and Stanford to meet their missions," Cohen said.

History of losses

UCSF Stanford administrators first began looking at restructuring services at Mount Zion in May as losses mounted. When the idea to close the emergency department and inpatient services first came to light as one of three options being considered at Mount Zion, it triggered an outpouring of support for the hospital by the public, local lawmakers and employees alike. Concerned about the proposed cuts in personnel and patient care, four Bay Area lawmakers, called for a state audit of the 1997 merger of UCSF and Stanford's patient care services. That audit, while acknowledging that merger-related costs were more than double what was projected, largely confirmed that UCSF Stanford faces the same daunting fiscal challenges as other academic health centers nationwide.

UCSF Stanford Health Care suffers from severe reductions in Medicare payments required by the federal Balanced Budget Act of 1997, growing losses from unreimbursed care provided to Medi-Cal patients, and cuts in payments from HMOs and other managed care programs. In terms of Medicare reductions alone, UCSF Stanford lost $14 million in 1998, will lose $28 million this year, and the loss is expected to continue growing to $46 million annually in 2002.

"The recommendation comes only after a state auditor's report confirmed the facts of the financial situation facing UCSF Stanford and concerted efforts to obtain additional public financial support for Mount Zion produced no additional revenue," said Goldman. He gave the recommendation to the UCSF Stanford board for Debas, who is on a sabbatical leave until January.

UCSF's decision to integrate with Mount Zion in 1989 was based on two assumptions — limited space at Parnassus Heights prevented the growth of clinical and academic programs and the financial strength of the clinical programs at Parnassus Heights would offset needed investments in services at Mount Zion. UCSF officials say the second assumption is no longer true — the extremely competitive health care market in which teaching hospitals must survive now makes it impossible for the overall clinical enterprise to offset growing losses at Mount Zion. Before this year, the UCSF Medical Center generated enough income to be able to offset $159 million in Mount Zion losses between 1992 and 1998, according to UCSF Stanford.

In addition to health care financing, the delivery of care has been transformed as research and technology developments allow health care professionals to give complex care that requires very short hospital stays or no overnight stay at all. As a result, the number of hospitalized patients at Mount Zion fell from about 150 patients per day in 1989 to between 50 to 80 patients today.

The need for space to accommodate new and growing clinical programs at UCSF remains unchanged, and the reconfiguration plan calls for adding new operating rooms, expanding critical care services, and increasing emergency room capacity.

In addition, large capital expenditures would be required to bring Mount Zion into compliance by 2008 with state seismic requirements for acute care hospital buildings, he said.

New vision for Mount Zion

Under the proposed reconfiguration plan, Mount Zion would remain the primary site for a large number of new and growing programs. The UCSF Cancer Center recently received designation as the only National Cancer Institute-designated cancer center in Northern California. The UCSF Cancer Center will remain located at Mount Zion and soon will include a new five-story, 88,000 square foot building devoted to outpatient cancer services and radiation therapy. Now under construction, the new building is slated to open next year.

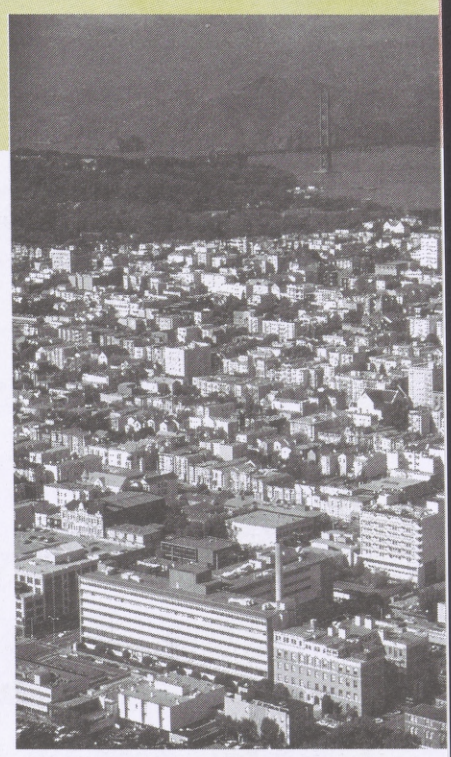
Mount Zion also will remain home to a vast network of clinics and doctors' offices where patients from the Western Addition neighborhood and throughout the city receive primary medical care. Mount Zion programs include many of UCSF's women's health services and the newly established UCSF Osher Center for Integrative Medicine. Mount Zion will continue to offer specialized services to assist a large Russian immigrant population near the facility, including case manager and translation services. To assist those who require hospitalization, the interpreter staff at Parnassus Heights also would be expanded.

A new urgent care center with extended evening and weekend hours would be established at Mount Zion under the proposed reconfiguration plan to ensure continuing availability of services to the neighborhood. The proposal for the facility calls for maintaining supplies and meeting other requirements to enable its use as an emergency services center in the event of a disaster.

In order to accommodate services transferred from Mount Zion, certain patient areas at the UCSF Medical Center at Parnassus Heights would be expanded. The UCSF Medical Center could be expanded with additional emergency department treatment stations; critical care beds, and operating rooms to accommodate the additional patient volume that would result from centralization of inpatient care.

With centralization of inpatient services at Parnassus Heights, about 44 additional patients a day would be expected to be hospitalized at the UCSF Medical Center with the remainder expected to go to other San Francisco hospitals.

Before the transfer of inpatient services or closure of the emergency department could occur, UCSF Stanford would be required to file a public notice with the San Francisco Department of Public Health and the California Health Services Department within 90 days of implementation.



An aerial view of Mount Zion

reduce your use

5

The number of minutes during which a car first emits over half of the pollutants it will emit. As a countermeasure, use public transportation, take UCSF shuttles to work, bike, or walk.

University of California
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Facilities Management
Water and Energy Awareness
& Recycling Programs

www.fm.ucsf.edu/energy.htm

calendar

September 27 – October 8, 1999

26 sunday

COUPLES MASSAGE: Millberry Programs & Services offers this workshop, 4-6:30 p.m., Millberry Union Fitness Center, Parnassus. Learn and practice basic Eastern and Western massage techniques. Call 476-1115.

27 monday

MICROSOFT CLASS: Facilities Management offers "Microsoft Access 97: Level 2," 9 a.m.-4 p.m., Sept. 27 & 28. Cost: $430. This course teaches intermediate basic skills. For more information, call 597-9247.

HEALTH POLICY SEMINAR: Susan Eastwood presents "When Authors Don't Agree: Case Discussions," noon-1 p.m., Laurel Heights, Rm. 263. Sponsored by the Institute for Health Policy Studies and the Institute for Health & Aging. Call 476-4924.

FOR YOUR EYES ONLY: Richard Abbott, cornea & refractive surgery service, presents "Better Vision Now," 6 p.m., 8 Kirkham St. Learn new surgery options for vision correction. Free. Call 476-5021.

28 tuesday

DIABETES SEMINAR: The Diabetes Teaching Center offers a "Four-Day Seminar for People Taking Insulin," Sept. 28-Oct. 1, Parnassus campus. This workshop includes individual assessments with an endocrinologist, registered nurse and registered dietitian. Fees. Call 476-5029.

OB/GYN & REPRODUCTIVE SCIENCES: Philip D. Darney, professor, ob/gyn & reproductive sciences, co-director, UCSF Center for Reproductive Health and chief, ob/gyn, SFGHMC, presents "Family Planning: New Developments from UCSF," 9-10 a.m., HSW 300, Parnassus.

HEALING THROUGH DANCE: Anne Krantz, licensed clinical psychologist and dance/movement therapist, presents "Healing Through Dance for Cancer Patients & Survivors," Tuesdays, 11 a.m.-12:30 p.m., Mount Zion Cardiac Care Gym, 1st Flr., Rm. C 101. Entrance is at 1600 Divisadero St. Sponsored by the Ida & Joseph Friend Cancer Resource Center. Call 885-3693.

STUDENT ENRICHMENT: Winnie Richardson, Campus Travel and Michael Sorenson, UCSF Police Department, present "Don't Miss San Francisco," noon-1 p.m., N 217, Parnassus. Get the inside scoop on free events, travel and safety tips. Co-sponsored by the Graduate Students' Association and the Associated Students of UCSF. Refreshments. Call 502-2442.

29 wednesday

SURGERY GRAND ROUNDS: The department of surgery hosts Nancy L. Ascher, professor and chair, department of surgery, who will present "Morbidity and Mortality Conference," 7-8 a.m., Toland Hall, Parnassus. Call 476-0972.

GI FELLOW COURSE: Uri Ladabaum, GI Division, presents "Miscellaneous UGI Motility Disorders," 8-9 a.m., S 214, Parnassus.

GI GRAND ROUNDS: Timothy Davern, GI Division, presents "Novel Methods of Hepatic Gene Therapy," 9-10 a.m., S 214, Parnassus.

PROJECT UPDATE: The Academic Business Officers Group hosts Zach Hall, vice chancellor, research, who will give a "Research Administration Project Update," noon-1 p.m., N 225, Parnassus. Hall will announce the appointment of W. Sue Shafer, the new vice chancellor for research, and outline her role and responsibilities. He also will update training programs and progress on technology. Call 476-1157.

BROWN BAG LECTURE: Kathleen Bell, outpatient dietitian, presents "Xenical and Weight Loss," 12:10 p.m., enter at 513 Parnassus, then go to HSW 300. Hear how the new obesity medication may fit into weight management. Sponsored by Public Service Programs. Call 476-4394.

SEP KICK-OFF: The UCSF Science & Health Education Partnership (SEP) Program holds its "Kick-Off Event," 4 p.m., Cole Hall, Parnassus. Learn about SEP's outreach opportunities to improve science education throughout the San Francisco Unified School District. Call 502-6690.

30 thursday

SYMPOSIUM ON AGING: Celebrate the opening of the "Buck Center for Research in Aging," 8 a.m.-5:30 p.m., 8001 Redwood Blvd., Novato. Speakers include Cynthia Kenyon, professor of biochemistry & biophysics, UCSF, and others. Stanley Prusiner, Nobel laureate and professor of neurology, gives keynote speech. Call 899-1800 or visit www.buckcenter.org.

MEDICAL GRAND ROUNDS: Theodore (Ted) E. Warkentin, associate professor of pathology & molecular medicine, McMaster University, Canada, presents "Heparin-Induced Thrombocytopenia: Paradox After Paradox," noon-1 p.m., N 225, Parnassus. Sponsored by the department of medicine.

OCTOBER

1 friday

BROWN BAG LECTURE: Laura Esserman, director, breast care center, UCSF Stanford Health Care, presents "Breast Cancer: To the Millennium and Beyond," 12:10-1 p.m., Mount Zion, 1600 Divisadero, Herbst Hall. Sponsored by Public Service Programs. Call 476-4394.

DERMATOLOGY SEMINAR: Robert Chilcott, DERA, CBD Portion Down, U.K., presents "Tewl & Hydration Status," 3-4 p.m., 90 Medical Center Way, Surge #110. Hosted by Howard Maibach and sponsored by the department of dermatology. Call 476-2468.

4 monday

OUTLOOK 98: Facilities Management offers this class, 8:30 a.m.-12 p.m. or 1-4:30 p.m., 3130 Harrison St. Learn the full functionality of Outlook 98. Cost: $135. Call 597-9247.

HEALTH POLICY SEMINAR: Susan Eastwood presents "Responding to Peer Review: Case Discussions," noon-1 p.m., Laurel Heights, Rm. 263. Sponsored by the Institute for Health Policy Studies and the Institute for Health & Aging. Call 476-4924.

FOR YOUR EYES ONLY: See Sept. 27 listing for more details. Speaker is Stephen McLeod, assistant clinical professor of ophthalmology, cornea & refractive surgery service.

5 tuesday

OB/GYN & REPRODUCTIVE SCIENCES: Louis Peeters, dept. of ob/gyn, Academic Hospital, Maastricht, The Netherlands, presents "Early Pregnancy Hemodynamic Adaptation in Normal and Pathological Gestation," 9-10 a.m., HSW 300, Parnassus.

DIABETES SEMINAR: See Sept. 28 listing for details.

STUDENT ENRICHMENT: Russell Hirsch, general partner, Mayfield Fund, Polly Moore, director, biocomputing, Genentech, Inc., and James Sabry, CEO/Founder, Cytokinetics, present "The Business of Biotech," noon-1 p.m., N 217, Parnassus. Get an overview of the business development process within biotechnology. Co-sponsored by the UCSF Career Center. Call 502-24442.

6 wednesday

SURGERY GRAND ROUNDS: David M. Irby, vice dean, education, school of medicine, presents "Time Efficient Strategies for Teaching in the Ambulatory Setting," 7-8 a.m., Toland Hall, Parnassus. Call 476-0972.

FALL GIFT SHOW: Empact! Presents hosts the "4th Annual Fall Gift Show," 8 a.m.-4 p.m., Millberry Union, Parnassus. Call 476-2675.

BROWN BAG LECTURE: Laura Esserman, director, breast care center, UCSF Stanford Health Care, presents "Organizing Your Options: Breast Cancer," 12:10-1 p.m., enter at 513 Parnassus, then go to HSW 300. Sponsored by Public Service Programs. Call 476-4394.

7 thursday

MICROSOFT CLASS: Facilities Management offers this class, 9 a.m.-4 p.m., Oct. 7 & 8, 3130 Harrison St, which teaches the basic database concepts and features of Access. Fees. Call 597-9247.

RECOGNITION & REWARDS FAIR: Employees are invited to attend a "Recognition & Rewards Fair," 11:30 a.m.-1:30 p.m., Millberry Union Conference Center, Parnassus. The keynote speaker will be Patricia Zingheim, Schuster Zingheim & Assoc., Inc., who will speak about fresh ideas for performance-based pay and employee recognition. Call 476-1645.

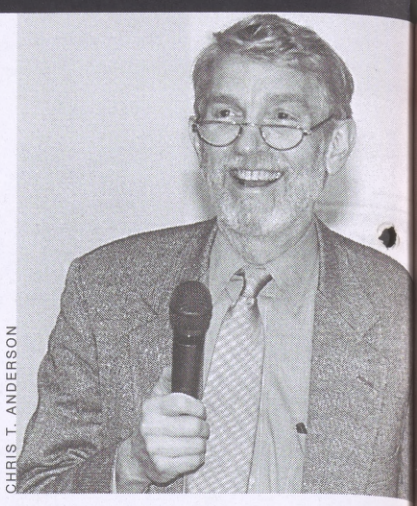
AWARENESS THROUGH MOVEMENT: The Clinical Services Research Program offers a free introduction to the "Awareness through Movement" class series that begins Oct. 14 and runs through Dec. 9, 1:10-2:10 p.m., Millberry Union Fitness Center, Parnassus. This method is excellent for seniors, people who are recovering from an injury and the stressful. Call 476-1115.

COLE HALL CINEMA: Disney's "Tarzan," Rated G, 5:45 & 7 p.m., Cole Hall, Parnassus. Admission: $2-3.50. Tickets available at the door. Box office opens a half-hour before showtime. All films are subject to change. Call 476-6932 for updated information.

SCUBA DIVING: Millberry Programs & Services offers scuba lessons, 6:30-10:20 p.m., Millberry Union Fitness Center, Parnassus; dive dates Oct. 9-10. Have fun learning scuba diving while safely preparing for a weekend of ocean diving in Monterey. Fees include all equipment for pool sessions except mask, snorkel, fins, boots, and gloves. Call 476-1115.

8 friday

COLE HALL CINEMA: See Oct. 7 listing. Showtimes are 6 & 8 p.m. Before the 6 p.m. screening, a raffle will be held to help raise funds for the next children's film. Raffle tickets are 50 cents each or 3 for $1. Call 476-2675.



CHRIS T. ANDERSON

Zach Hall, vice chancellor for research, will give an update on research on September 29. See listing below for details.

upcoming events

Steitz to present Gladstone lecture

Yale molecular biologist Joan A. Steitz will present the 1999 Gladstone Distinguished Lecture in Molecular Genetics on Thursday, Oct. 7.

Her topic is "HuR and the Signaling of mRNA Stability in Mammalian Cells."

The lecture will take place at 4 p.m. in Carr Auditorium, Building 3, at San Francisco General Hospital Medical Center. A reception will follow in the 5th floor library of the Gladstone Institute of Virology and Immunology.

Steitz is internationally recognized for her seminal research focusing on the structure and function of small nuclear ribonucleoprotein particles. These cellular complexes play a key role in RNA processing in mammals and involve some of the most basic biological processes for converting genetic information in the DNA into the active protein molecules of the living cell.

A member of the Yale faculty since 1970, Steitz currently holds an appointment as Sterling Professor of Molecular Biophysics and Biochemistry. She also leads the Molecular Genetics Program in the Boyer Center for Molecular Medicine and is an Investigator of the Howard Hughes Medical Institute.

Steitz is a recipient of numerous honors and awards, including the National Medal of Science.

Steitz earned her BS at Antioch College and her PhD at Harvard University. She did postdoctoral work at the Medical Research Council Laboratory of Molecular Biology in Cambridge, England.